



SAN FRANCISCO
LOCAL HOMELESS COORDINATING BOARD
HOUSING CONTINUUM OF CARE SUBCOMMITTEE
[PERMANENT AND TRANSITIONAL HOUSING]

AGENDAS AND MINUTES

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To: LOCAL HOMELESS BOARD/HOUSING SUBCOMMITTEE DOCUMENTS DEPT.

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Date: 6/15/00

Summary

At the last meeting (6/2) we reviewed the existing chapter on Housing. Here are brief notes:

- ⇒ transitional housing is really not covered anywhere in original COC plan -- will need to create section, but will do permanent housing first
- ⇒ need to remember to look at who was involved in creating original COC plan
- ⇒ current plan mentions "subsidy" as part of housing definition (p. 107)
- ⇒ what is meant by "affordable" and by "recently" homeless?
- ⇒ Discussion re: overlap between our committee and prevention committee -- will try to make sure there is good cross-communication between 2 committees
- ⇒ "mixed" housing - great goal, but is it practical? how is "mixed" defined -- by building or by neighborhood? what are other federal priorities? how does this relate to current economic situation in SF and gentrification?
- ⇒ previously, major goal was housing production -- should we still focus on this?
- ⇒ what progress has been made?
- ⇒ need to adjust plan to include master leasing as well as unit costs by neighborhood
- ⇒ want to preserve and maintain existing housing, but address unsafe/overcrowded/unlivable
- ⇒ need to address immigrant rights to housing

"A Plan to end Homelessness in SF" (produced by Coalition on Homelessness, 10/99) was mentioned -- a copy is attached. If anyone is aware of other relevant strategic plans, please bring them to share.

The next 2 meetings are scheduled as follows, @ 25 Van Ness, 3rd floor, Room 330-B:

◆ Friday, June 16, 9:30 - 11:00

◆ Friday, June 30, 9:30 - 11:00

Call Jennifer Grant with any questions or changes/additions to the above contact list.



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The following summarizes the discussion in the Housing Committee meeting of June 16, 2000:

- Concern regarding the diminished meeting attendance was expressed. Speculation as to whether it was a seasonal/ temporary absence or if the membership or interest had been altered. It is agreed that in order to create an effective and comprehensive plan, a larger body of participants representing a broader range of views on the issues should be present. A greater effort to notify participants will be attempted by personal outreach.
- To address the concern of overlap between this and the prevention committee, it was suggested that once established representatives from each attend one another's sessions. Some redundancy may be expected without problem but good communication between the two is imperative.
- It was suggested that the committee **not** remain wedded to the format or topics of the 1996-2001 publication in order to allow for expanded thinking and planning. A new vision should be created based on current conditions in the housing environment including present needs, potential resources, and innovative thinking. It is suggested that changing current or effecting upcoming policy and legislative process may have a positive impact.

- Review of the Plan to End Homelessness... chosen for discussion in the 6/2 meeting was a springboard for the continuing search for strategies, plans and priorities. Issues identified from the Plan's "Action Steps" included:
 - The need to increase and explore new options for funding (preferably not tied into the general fund).
 - Description of essential characteristics of "ideal" models - with possible exceptions handled on project by project basis to accommodate and recognize special needs.
 - First source hiring practices, subsidy options to wait-listed homeless, accommodation of priority populations and the need to become active in legislative advocacy and lobbying were recognized as issues to be addressed.
- In order to increase our knowledge and recognize the impact of current legislative and policy revisions [TANF vs AFDC, SFHA guidelines and resources, restructuring of GA, Section 8 losses creating more at risk housing] the committee will seek to arrange informational presentations from agency reps. the impact on low income people.

During the course of our meetings to date the following have been identified as needing further discussion or research:

- Whether to include "at risk" population, preserving existing housing, addressing substandard housing issues, ect. in the chapter on Housing. Subcommittee on Prevention may be more appropriate place.
- Should chapter on Housing identify production goals as in current plan?
- How to characterize the need for Transitional Housing.
- Impact of restructuring of GA, AFDC-TANF, Public Housing policies;
- Identify other public policies that affect Housing for homeless persons.
- What are the characteristics of appropriate housing "models" for homeless persons?
- Whether to include discussion of immigrant rights to housing? [Civil Rights Subcommittee may be more appropriate place for this discussion]
- Include Master Leasing
- Transitional Housing (in discussed in current plan) must be included.
- Include description of ideal model for housing (see COH "Plan to End Homelessness")
- Include description of local, state and federal legislative and policy issues.

The next two meetings are scheduled as follows at 25 Van Ness, 3rd floor Room 330B:

Friday, July 14th, 9:30 - 11:00 / **Friday, July 28th, 9:30 - 11:00**

Next meeting Agenda will include:

1. Continued discussion of recommendations from COH "Plan to End Homelessness"
2. Begin review and discussion of Community Investment Housing Trust ("CHIT") report.
3. Review of goals achieved in the current plan.

Please call either Maggie LaRue or Jennifer Grant with any questions, changes or additions at the above contact list.

The following summarizes the discussion in the Housing Committee meeting of Aug 11, 2000:

- The results of a meeting held with Joel Lipski, Jennifer Grant and Johanna Keeley of the Mayor's Office on Homelessness to structure future meetings along a four month timeline was presented to the full committee for review and approval.

- It was agreed that the timeline presented was an effective plan ensure that the committee could reach it's goals for reporting and recommendation by the November 2000 deadline.
- Short term and long term action plans will be created for both Permanent and Transitional Housing. Assignments were given to representatives of key agencies to report on the progress or status of the Recommended Action Steps of the current plan as follows:

PRIMARY RECOMMENDATIONS – Action Steps

- 1a, 1 b: DPH, MOH, and SFRA
- 2a, 2 b: MOH, SFRA
- 3a, 3b: MOH – Establishing local priorities in conjunction with CHAS Subcommittee on Supportive Housing)
- 3C: Corporation for Supportive Housing (Lauren Hall)
- 4a: Matt Starr – Community Housing Partnership
- 4b: MOH, DSS and DPH
- 4c: DSS (Dar) - No allocation funded – Recommend again.
- 5. MOH - Statistical Recap

SECONDARY RECOMMENDATION – Action Steps

- 1. SFHA – Tony Ucciferri
- Reports of the findings ("Did it happen and to what degree?") will be a primary focus of the August committee work.
- The month of September will be dedicated primarily to brainstorming sessions for new Action Plan
- An open ended brainstorming about the issues and events which have impacted housing in both negative and positive ways since that last plan resulted in the following items:
 - New HUD guidelines (~ 1998) - "QHNRA"
 - New parameters for median income requirements
 - Documentation of legal status for immigrants
 - Income targeting 60% of tenants over 60% median income / 40% below
 - Time limits for residency
 - Cal Works – Restructuring of GA
 - Master listing of SROs
 - Various Economic Factors:
 - Heated rental market
 - Increased building and acquisition costs
 - Diminished affordable land available
 - Competitive bidding (including between non-profits) driving up costs
 - Passage of the affordable Housing Bond (+)
 - New State Funding for Housing (+)
 - Local Board oversight (+)
 - Better coordination between MOH, SFRA and SFHAS on project based subsidies (+)

Housing Committee - Continuum of Care Update

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- Landlord practice of withholding rental properties from the market
- Ellis Act fall out
- Services providers competing with one another for dwindling resources (affordable real estate)
- Non-Profits pushed out due to increased commercial space costs results in fewer supportive services.
- Diminished funding sources from tax credits, CDBG, & McKinney HUD \$
- Military base conversions TI and Presidio (+)
- Development of Mission Bay, Bay View, and Central Freeway Sites (+)
- Development of MOH's Housing Information System (+)
- Reduced ACC terms – guarantee subsidy terms reduced to 1 year with a renewal period of up to 15 has created a different risk factor for lenders and reluctance to loan thereby reducing the ability to leverage funds.
- Private lending market tightening
- Land trust options (+)
- Successful housing models from other cities are available to study
- Expansion of provisions for support housing for families needed to offset current inadequate housing targeting couples (or other underserved target groups - seniors, ect.)
- Increased opposition to Live Work (+)
- Increase in Live Work lofts adding to displacement of low income people
- Increased inclusionary affordable requirement from 10% to 12% in market rate housing (+)
- Increase in the jobs / housing linkage program (+)
- Program development in areas of job training and employment opportunities (+)
- Explore Landlord Abuses and Tenant advocacy (legal or policy support)
- Clarify the relationship between the Continuum, the CHAS and the Consolidated Plan in setting City housing policy.

Michelle Magee of Harder + Company, consultant to the Continuum of Care committee, has taken on the assignment of organizing the laundry list of items above into possible categories for future definition and evaluation. It is their goal to present the reorganized list by the next meeting on 8/25.

It was suggested that the committee may want to expand our knowledge of issues by inviting speakers to address specific areas of expertise. To that end, Peter Burns, DBI, is available to discuss the impact of code enforcement on the overall housing environment.

Please remember: We have formalized our meeting schedule to occur on the 2nd and 4th Friday of each month. The August 25th and September 8th meetings will be on the 3rd floor of 25 Van Ness as usual. Please see the attached agenda for our next meeting. If you have any questions or changes to the above information, please contact Maggie LaRue at 252-32101.

Please see the attached AGENDA for our next meeting.

SAN FRANCISCO LOCAL HOMELESS COORDINATING BOARD

The San Francisco Local Homeless Coordinating Board is overseeing the process of updating San Francisco's Continuum of Care Plan. This work will be done in committees involving service providers, consumers, City department representatives, advocates, business and community members over the next 6 months. The following Committee is focusing on specifically on transitional and permanent housing. For further information, contact Joel Lipski at 252-3119 or Jennifer Grant at 255-2894.

Continuum of Care Committee Meeting PERMANENT AND TRANSITIONAL HOUSING

Friday, August 25th, 9:30-11:00 AM
25 Van Ness Ave, Room 330B

AGENDA

1. **For discussion:** Report back from full Local Board meeting to include focus groups and formation of families shelter subcommittee.
2. **For discussion and possible action:** Report back on completed action step assignments
3. **For discussion and action:** Harder and Co. to present their organization of the brainstorm on housing from last meeting.
4. **For discussion only:** Continuing brainstorm on context changes since the last Continuum of Care and follow up.

All meeting are open and participation is strongly encouraged. Your participation can make a difference in creating change, growth and opportunity pertaining to homeless individuals and families. We'll need everyone's help to create a good product!

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Rachel_ArnstineO'Hara@ci.sf.ca.us.

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Translation services

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DOCUMENTS DEPT

AUG 22 2000

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ATTENTION: TO DO FOR NEXT MEETING

1. Critically examine the documents distributed by Michelle Magee ("Issues Affecting Housing in San Francisco", "Housing Needs of Specific Populations" and McKinney application section on housing) as well as sections related to homelessness in the Consolidated Plan (CP).
2. Bring written information regarding important considerations not addressed in the CP and/or changes in items covered by the CP.
3. Those who were assigned to update the Committee on the progress of the Recommended Action Steps outlined in the 1996-2001 Plan should bring their analysis in writing to the next meeting.

The following summarizes the discussion in the Housing Committee meeting of Aug 24, 2000:

- Jennifer Grant updated the Committee on the following issues discussed at the last meeting, which she raised at the most recent Local Board meeting:
 1. Committee members had desired clarification regarding what happens to the Continuum of Care Plan after it is drafted. Jennifer reported that the draft plan is routed to the Board of Supervisors for their approval as the official plan for San Francisco. Once it is approved, the Local Board is responsible for monitoring implementation of the Plan.
 2. Committee members had expressed confusion regarding how the Continuum of Care Plan relates to the Consolidated Plan and the Comprehensive Housing Affordability Strategy. Jennifer reported that Harder+Company, the consultants hired to coordinate the input of the sub-committees and draft the plan, were responsible for resolving this issue.
 3. Committee members had asked who was covering the issue of family shelters. Jennifer reported that Joyce Miller and Ramona Benson would be heading up a sub-committee of the Housing Committee on this issue. It was also noted that the Shelter Strengthening group is a sub-committee of the Housing Committee.
- Jennifer notified the Committee that the Integrated Health and Human Services Committee (IHHS) has proposed a vehicle for obtaining consumer input to inform the development of the Plan, which the Steering Committee will discuss at its August 28th meeting. IHHS recommends that they take responsibility for overseeing the consumer input process. They recommend holding a total of six focus groups in six different neighborhoods. Fifteen to twenty currently homeless individuals would participate in each group. Each Continuum of Care Committee would have the opportunity to submit 1-2 questions to be asked of the participants. The focus groups would take place during the last week of September through the second week of October. If approved at the Steering Committee meeting, IHHS hopes to synthesize the various committees' questions at their September 12th meeting. Michelle Magee noted that it would be beneficial to have a consistent approach to obtaining consumer input across all committees.

- David Newcomer asked whether there would be a separate focus group for the elderly population. Johanna noted that there is no plan for breaking down the groups into sub-populations at this time, but that we can raise that issue at the Steering Committee meeting. Some committee members also suggested holding focus groups with youth, non-English speaking persons (monolingual Spanish speakers and others), and women (with childcare). (Johanna and Mauricio are planning a non-English speaking group.) Johanna noted that sub-committees also have the option of holding their own focus groups, as the Shelter Strengthening Committee is doing. Michelle Magee noted that it is important that the plan for gathering consumer input is realistic as it relates to the timeline for developing the overall Plan. René Cazenave agreed, and added that it may be difficult to get a representative group of sub-populations to a single site. He emphasized that these meetings should be for currently homeless people only, that they should be held in accessible places such as shelters, outreach should be done to include sub-populations that might be excluded from meetings, and questions asked should be basic and straightforward. Jennifer suggested that the groups provide an incentive. Johanna informed the committee that focus group participants will receive a meal and incentives. Dariush suggested that we curtail the conversation in favor of raising these issues at the next Steering Committee meeting.
- The Committee discussed possible questions for inclusion in the focus group protocol, should IHHS' proposal be approved. The Committee agreed upon the following questions:
 1. What are your housing needs?
 2. What gets in the way of you getting the housing that you need?
(Probes: Barriers - access, availability, information, etc.)
 3. If you had housing and then lost your housing, what happened?
 - a. What would have helped you keep your housing?
 4. How long have you wanted housing but have not been able to get housing?
 - a. What would help you get the housing you need?
- At the last meeting, representatives of key agencies were assigned the tasks of reporting on the progress of the Recommended Action Steps from the 1996-2001 Continuum of Care Plan. Joel Lipski distributed copies of his analysis of the Action Steps assigned to him. A copy is attached to these minutes. The Committee agreed that members who received this assignment bring their analysis in writing to the next meeting. In the interest of time, the Committee agreed to shelve discussion on these items until the next meeting, when all the Action Steps would be discussed.

- Michelle distributed copies of the working document "Issues Affecting Housing in San Francisco," which addresses last meeting's open-ended brainstorming regarding issues and events that have impacted housing since the last Plan. Michelle noted that this material is "cut and pasted" from the Consolidated Plan (CP), which addresses many of the issues discussed by the Committee. She added that the handout includes notation on items that were raised by the Committee, but not addressed by the CP. Dariush Kayhan observed that the CP is the most up-to-date document relevant to this Committee's work. Michelle also distributed portions of the McKinney application pertaining to Transitional Housing, Permanent Housing, Permanent Supportive Housing, and Emergency Shelter, and a section of the CP entitled "Housing Needs of Specific Populations" for the committee to review. The Committee agreed that between now and the next meeting, members should 1) critically examine these three documents as well as the CP sections related to homelessness for gaps and barriers, and 2) bring written information regarding important considerations not addressed in the CP and/or changes in items covered by the CP. For example, Dariush noted that the state budget had not been passed when the CP was finalized. Those sections can be updated.

Please remember: We have formalized our meeting schedule to occur on the 2nd and 4th Friday of each month. The September 8th meeting will be on the 3rd floor of 25 Van Ness as usual. Please see the attached agenda for our next meeting. If you have any questions or changes to the above information, please contact Maggie LaRue at 252-32101.

Please see the attached AGENDA for our next meeting.

SAN FRANCISCO LOCAL HOMELESS COORDINATING BOARD

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Continuum of Care Committee Meeting PERMANENT AND TRANSITIONAL HOUSING

Friday, September 8th, 9:30-11:00 AM

25 Van Ness Ave, Room 330B

AGENDA

AUG 29 2000

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1. **For discussion and action:** Report back on all completed action step assignments.**
2. **For discussion and action:** Harder and Co. report on housing to be discussed with respect to gaps and barriers.***
3. **For discussion only:** Continuing brainstorm on context changes since the last Continuum of Care and follow up.

**Documents available at meeting but participants are strongly encouraged to read the attached materials beforehand.

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**25 Van Ness Ave, Suite 750, San Francisco, CA 94102, ATTN: Liaison to Local Board
415-252-3158, Fax: 415-252-3118**

The following summarizes the discussion in the Housing Committee meeting of Sept 8, 2000:

Agenda Item 1: As a follow up to the previous meetings brainstorming session : A brief review of "Issues Effecting Housing" (what's missing and other important considerations).

- The problem of affordable rental space for Non-profits facing displacement is a current priority of MOCD and need not be a part of the Continuum's housing issues.
- Ensuring the consideration of the effects of a natural disaster.
- Rene suggests that the CHAS portion of the Consolidated Plan would be an excellent resource of issues that effect Permanent and Transitional already identified and reviewed of the Board. Rather than put energy into re-creating issues, it is suggested that the plan merely make reference to pertinent sections of any existing source documents.
- The issue of design was brought up as a means of maximizing living space (SRO / shared facilities). The issue would be presented without conclusion due to its controversial nature.
- Impact of roommate and visitation limits newly imposed by landlords.
- It is suggested that the report add resource allocations by funding source including general amounts.
- Joel reminds the committee of the importance of placing our focus on what is "different " in the housing environment of the previous plan.

Agenda Item 2: Report back on all completed action step assignments.

- It was agreed that a limited amount of time be devoted to any in-dept discussion of the reports on the previous plan. Analysis of the past results was agreed to be a poor use of time in reaching our goal. Written reports from various sources were presented in documents made available to all committee members. Assigned representatives from reporting agencies summarized the results reading from written documents available to the committee.
- Matt Starr presented a verbal report on Action Step 4a – the development of new finance sources for supportive housing - No gross changes were reported but it was noted that some City reallocation and more creative use of funds (combining existing sources) may have had a positive result in production. Use of Prop A funding as the only source available to develop at Treasure Island / Presido base closures sites was cited as example.

A question was raised as to whether there was a mindful plan for "mixed" housing at the Mission Bay development. It was confirmed that the Catellus plan has this in place.

It was noted that under 2b the reduction of neighborhood opposition to new supportive housing should include NPH – Community Acceptance Strategy Collective as a resource to combat NIMBYism. (work by Tim Iglacias)

It was suggested that as there may be an available funding source the Mission Bay plans should consider the integration of a treatment center (Pre-emptive to NIMBY opposition).

It was noted that a positive impact may be realized by the effective implementation of existing programs. Cited as example was the potential funding source possible under the Job-Housing linkage currently inactive in the City Planning Department.

It was also noted that there are new sources available now through the State for both permanent and transitional housing that had not yet been tapped into.

A discussion ensued regarding the definition, purpose and result of housing that is currently thought of as "Transitional." It was agreed that there are some cross-over purposes and the lines of definition can be blurred. The committee was advised that as a result of broadened service definitions, A Woman's Place probably should be added to the list of increased beds available as transitional housing for battered women.

Agenda Item 3: Discussion to set up the next meeting – A brainstorming session to do the Framing of Action Plans – was lead by Michelle.

It was suggested that the committee make a goal of creating a complete needs assessment list for Permanent and Transitional Supportive housing needs in the next five years. This resulted in a discussion as to whether or not to specify defined sub-populations including their screening and ranking in terms of which had need considered to be most critic. Also mentioned was an assessment of "doable" actions. This was thought to be an inhibiting factor and subsequently eliminated from the framing criteria.

It was suggested that the framework of the Action Steps should include Timeframes, Cost estimates and Impact (exploration of net gain or loss). It was emphasized that the focus be on needs vs the gaps and barriers to accomplishment.

It was again noted that the value of understanding the goals and purpose of the Consolidated Plan of the CHAS would be a good way to avoid both overlap and conflict in the findings of this committee. Previously produced reports have already received the approval and support of the Board of Sups and implementation by the local board. If the continuum report comes up with conflicting or opposing views the process herein will have been only academic.

Our priority of Permanent and Transitional housing has been pre-determined but will require refined definitions. However, it is thought that the Continuum could include a report on priority "sub-populations" because that issue is not now handled anywhere in the CHAS and does not therefore run the risk of contradicting priorities set out and approved in the Con Plan.

It would be crucial to set out funding needs for the action steps proposed. Those figures should be guesstimates and if possible funding sources defined or suggested. While it would not always be possible, when known funding sources were available, they should be identified.

There will be an attempt to provide committee members with pertinent pages of the CHAS regarding those housing issues which mirror our task and allow for greater productivity at the next meeting's working session. Our goal at this time is to have a completed draft by November 10th.

ATTENTION: TO DO FOR NEXT MEETING

1. Michelle Magee and Clare Nolan will chair the meeting focusing on "framing" (What needs to be in the next plan and creation of new Action Steps). To that end, a review of the Consolidated

Plan (CHAS – Housing) would be imperative to ensure compatibility with overall City housing goals and board approved priorities.

2. Obtain unfinished reporting items – 1. ACTION STEP 5 development statistics on supportive housing during the last 5 years from Joel Lipski of MOH and 2. the report on Step 1 of the Secondary actions steps regarding tenant based subsidies for homeless families from Tony Ucciferri of SFHA.

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Please see the attached AGENDA for our next meeting.

SAN FRANCISCO LOCAL HOMELESS COORDINATING BOARD

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Continuum of Care Committee Meeting PERMANENT AND TRANSITIONAL HOUSING

Friday, September 22nd, 9:30-11:00 AM

25 Van Ness Ave, Room 330B

AGENDA

1. **For discussion and action:** Report back on all final two completed action steps.
2. **For discussion only:** Harder & Co. to chair discussion on 'framing' (what needs to be in the plan and new action steps) the housing part of the next Continuum of Care.

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The following summarizes the discussion in the Housing Committee meeting of Sept 22, 2000:

The meeting co-chaired by Michelle Magee and Clare Nolan of Harder and Company proposed the following Agenda for discussion:

Item 1: Framing the Housing Discussion - *Where we want to be at the end of the meeting*

Item 2: Developing Action Steps

The framework of the proposed discussion was based upon a working document entitled "Draft Work Plan for Housing Subcommittee. The purpose of which was to centralize the discussion around the focus areas appropriate to the goals of the Housing committee and in keeping with previous work produced by similarly charged committees under the McKinney application and Consolidated Plan.

Discussion was opened around the following strategy areas:

1. Housing
 - A. Permanent / Permanent Supportive Housing
 - B. Transitional Housing
 - C. General Housing – Both Permanent and Transitional
2. Local Policy Issues
3. State and Federal Issues

Items relating to Adult and Family shelters are being handled in separate committees and Youth Shelter issues are being dealt with through a forum involving the finite group of people of principal participants. Johanna Keeley, MOOH, will present meeting information from these other committees at the conclusion of the Housing committee minutes to ensure that people with interest in multiple and cross-over issues are fully informed and given full participation opportunities.

It was suggested that developing models for Permanent and Permanent Supportive Housing might be a good focus for the committee.

The following format was suggested in developing action steps:

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- Brief description of the need being met
- Cost Estimates
- Potential sources of funding
- Key performance outcomes
- Program responsibility
- Time frame

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Full text of the above and detailed analysis of the McKinney application statistic and Consolidated plan narrative are found on the full text attachment provided herein.

The discussion began by acknowledging changes in the environment since the last plan and that those had been captured by a previous committee brainstorm and subsequently captured in a document prepared by Harder. New needs and priorities have emerged since the previous housing assessments were created, and that would be the focus of the Committee's work in developing action steps. It was noted that since the development of the last plan, there has been a shift in resources at DHS from emergency/front end services to longer- term service strategies (i.e. permanent supportive housing). The Committee will need to address the sub-populations issue as a filter to their proposed Action Steps.

Harder proposed and the Committee agreed to organize the Action Steps into the following need areas. This framework can be revisited as the Committee's work moves forward.

1. Housing
 - a. Permanent / Permanent Supportive
 - b. Transitional
 - c. General
 - d. Alternative
2. Local Policy
3. State and Federal

The following issues were suggested as crucial elements of the upcoming plan:

- It was noted that upcoming ballot propositions K and L (changes in Planning Code with regard to affordable housing in "loft" developments may have an impact on the housing environment in the next five years by creating additional moderately priced rental and sale units. [Local Policy]
- The issue of Land Trusts as an option for creation of available development sites presently under HUD or other Federally designated areas was again requested as a possible Action Step. [General] The Coalition on Homelessness has a task force on the development of new permanent housing models and this group will pass on information and research to the committee.
- The addition of housing for seniors with attention to their special needs (support services as well as possibility of hospice care) was cited as a necessary inclusion in this housing report. It was noted that a Master Lease for a 90 unit building (with 40 currently available) will be slated to Senior housing through DPH.
- There was an endorsement of the McKinney Action Step to create permanent supportive housing for young adults. It was agreed that this would be a valuable inclusion in the new continuum report.
- The further endorsement and redefinition of needs under the CalWORKS housing subsidy was discussed. Issues regarding the enhancements to CalWORKS means of supportive training and other options not related to the specific housing issues were discussed at length. It is agreed that a well designed CalWORKS program would ensure the success of families in transition from Public Housing.

- It was agreed that a priority on new Construction and Acquisition Rehab programs and funding to provide permanent housing for working homeless families would be crucial. [Permanent]
- It was suggested that we put an emphasis on coordinating with HUD to buy and retain available lands [Federal Policy]
- The continued development of Master Lease programs through DHS was seen as a necessary step in meeting goals for expanded singles housing as a short-term solution. Most leasing option programs would cover a 10-year period. Within the next five years, expansion of the Master Lease program will be a viable way of maintaining a valuable housing source. It was suggested that we request the exploration of bringing more couples or family housing on line under leasing. Margo will bring any goals from this housing program to the next meeting. This would fall into the category of creating new housing models or maintaining current housing stock.
- Encouraging increased non-profit developers to explore and seek funding to provide permanent housing. For example, the feasibility grant issued by MOH this year.
- Ensure that we continue to explore the use of military base conversions to create additional affordable housing options.

It was noted that the Ambassador Hotel (50 units for single adults) and ECS (15 units for families) will come on-line within the next two years. These are Shelter Plus Care units and Mikyung Kim will provide more information for next meeting.

The above discussions will be incorporated into the working document, "DRAFT WORK PLAN FOR HOUSING SUBCOMMITTEE" and the updated revision will be available at the next meeting.

Please remember: We have formalized our meeting schedule to occur on the 2nd and 4th Friday of each month. The October 13th meeting will be on the 3rd floor of 25 Van Ness in 330B as usual. Please see the attached agenda for our next meeting. If you have any questions or changes to the above information, please contact Maggie LaRue at 252-32101.

- **Shelter Strengthening**-Every 2nd and 4th Wednesday, Check agenda for room and location.
Next meetings:
Wednesday, October 11th, 1800 Oakdale, 9:00-Noon
- **Family Shelter System**, Friday, October 6th, 1-2:30, 995 Market Street, 14th floor

Please see the attached AGENDA for our next meeting.

SAN FRANCISCO LOCAL HOMELESS COORDINATING BOARD

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3.41

2/00

Continuum of Care Committee Meeting PERMANENT AND TRANSITIONAL HOUSING

Friday, October 13th, 9:30-11:00 AM

25 Van Ness Ave, Room 330B

AGENDA

1. **For discussion and action:** Continued development of action steps relating to:

- Permanent/Permanent Supportive housing
- Transitional housing
- General housing
- Development of Alternative models to permanent housing
- Local, state and federal policy issues which effect housing

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The following summarizes the discussion in the Housing Committee meeting of October 13, 2000:

The meeting chaired by Jennifer Grant and Clare Nolan of Harder and Company continued the process of refining the working draft for housing subcommittee in discussions around issues of homelessness and how it is dealt with in San Francisco. In order to continue a forward progression toward completion by the target date, the committee proposes to begin all meetings with a review of previous work to ensure accuracy and clarity.

It was suggested and agreed that all statistical materials presented to the committee for reference or review should contain dates to allow for appropriate perspective. Work for this meeting is centered on the issues pertaining to transitional housing and alternative options. The following were points of discussion:

TRANSITIONAL

There is an enormous need for transitional housing for families. There was some discussion regarding the need to therefore make family housing a priority. It is a fact that family housing needs are pressing but should it be considered it more significant in urgency than other transitional housing such as that designated for single adults or youth.

Discussion continued regarding the definition of Transitional vs Permanent. It was suggested that we follow the definition consistent with the McKinney application - residence limited to 6 to 24 months with links to supportive services. Agreement was reached that families would be recognized as one of the underserved populations.

A statement was formulated to be added to the continuum expressing the overall goal that:

"Transitional Housing should be maintained at the existing level and funding should be increased to match"

There was a concern raised regarding our ability to measure outcome of Transitional Housing goals. We were reminded to continue to be aware of the relationship between transitional housing and permanent as the resident population flows from one to another. This brought about an issue from Emil regarding the status of the Transitional Housing Misconduct Act. This topic is being covered by the Civil Rights Committee. Those interested in committees with links to housing issues will find meeting times and locations listed at in the end of these minutes.

There was discussion about how to precisely phrase our goals with sensitivity to their effect on other housing needs. It was suggested that the above referenced goal should be amended to read:

"Transitional Housing should be increased to meet the existing operational needs but not at the expense of funding for permanent housing".

Wording is subject to revision but the concept is agreed upon.

The following increases in existing transitional housing were announced:

- The opening of 55 unit of long-term transitional housing for 18-24 adult men. [funded by AB 2034 – potential source of future projects]
- An increase of “respite” beds from 15 to 40 at an undisclosed location.
- 30 long-term RCF beds at an unspecified location

The continued need for increased residential care facilities with a high degree of services was noted. Also recognized was the need to increase the quality of linkage (transitional to permanent) to ensure that there is no loss of stability for the individuals as they move from one circumstance to another.

It was suggested that there was an opportunity to increase supply of transitional housing through the use of well-monitored private board and care facilities for the homeless. Issue for Alternate Options?

It was again emphasized that there should be no increase in the stock of transitional housing at the expense of permanent placements.

ALTERNATIVE HOUSING OPTIONS

The following is a partial listing of alternative housing options that may be considered for funding or support and implementation:

- Housing Co-operatives
- Board and Care facilities (private homes)
- Limited Equity Ownerships
- Co-Op
- Rehab existing buildings to provide minimum living standards as short term shelter options (“HAG” Housing Acquisition Grant - model from GB)
- Legalized squatting
- “UHRC” Vehicular Housing Resource Provider” – supportive services for people living in vehicles.
- Investigate liens on existing ownership to take advantage of possible acquisitions.
- Use of unused naval ships
- Owner builder with life tenancy
- Land Trusts and Land Banking
- Creation of luxury tax on mini-mansion single family dwelling to fund affordable options
- Dormitories
- Insure maximum use of military conversion properties.

The above discussions will be incorporated into the working document, “DRAFT WORK PLAN FOR HOUSING SUBCOMMITTEE” and the updated revision will be available at the next meeting.

IMPORTANT NOTE:

Our set meeting times at the 2nd and 4th Friday of each month have had to be revised for the November holiday schedule. **The next scheduled meeting is October 27th, from 9:30-11:00 at 25 Van Ness, Room 330B.** The November meetings will be on **NOVEMBER 3rd** and will be held in the Conference Room of the Mayor’s Office of Housing on the 6th floor of 25 Van Ness Avenue. The following meeting is

scheduled to be held on **Monday, November 13th in the usual location - Room 330 B of 25 Van Ness.**
The meeting time of 9:30 to 11:00 am will remain the same.

Please see the attached agenda for our next meeting. If you have any questions or changes to the above information, please contact Maggie LaRue at 252-32101.

OTHER RELATED MEETINGS:

- **Shelter Strengthening**-Wednesday, October 25th, 1800 Oakdale, 9:30-Noon
Wednesday, November 8th, 15th & 29th, 201 Turk, 9:30-Noon
- **Prevention**, Wednesday, November 1st and 15th, 10-Noon, 25 Van Ness, Room 720
- **Civil Rights**, Friday, October 27th, 1:30-3:30 PM, 25 Van Ness, 6th floor Conference
Thursday, November 2nd and 9th, 1;30-3:30, same location
- **Family Shelter System**, Friday, November 3rd and 17th, 1-3 PM, 290 Turk, 2nd floor

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Continuum of Care Committee Meeting PERMANENT AND TRANSITIONAL HOUSING

Friday, October 27, 9:30-11:00 AM
25 Van Ness Ave, Room 330B

AGENDA

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1. **For discussion:** Presentation on results from consumer focus groups
2. **For discussion and action:** Continued development of action steps relating to:
 - Local, state and federal policy issues which effect housing

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The following summarizes the discussion in the Housing Committee meeting of October 27, 2000:

PLEASE NOTE REVISION OF FUTURE MEETING INFORMATION: Next meeting is held in one week – on Friday November 3rd in Room 330B from 9:30 – 11:00. The meeting after that will be on November 17th in Room 330A. This will replace the previous times and places erroneously reported in the minutes of October 13th.

The discussions centered on the development of Local Policy Actions Steps as an Addendum to the 10/23 C.O.C. draft. Federal Policies

Key concepts include: *These action steps include mechanisms to bring the private market to the table; the city needs to enforce existing planning policy, ordinances etc that would halt the loss of residential housing and support the goals of this plan.*

A review of the McKinney Goals and Objectives resulted in these additions:

#1. Add these Actions steps:

- The Local Board recommends that the Consolidated Plan require the Housing Authority plan to be consistent with the C.O.C. plan. Note: The CP has been approved for 5 years, so the Action Steps need to be consistent perhaps future Annual Action Plans could incorporate Continuum of Care action steps. There is a need to link SFHA into the local housing planning, this does not happen as they report to HUD.
- Develop proactive dialogue among the relevant City agencies, with a special emphasis on the Housing Authority; in order to improve the capacity of permanent supportive housing, and low and very low income affordable housing.

#3. The income/employment/employment Committee developed specific action steps and Johanna will bring them to the next meeting.

LOCAL POLICY

Further brainstorming and discussion resulted in the following discussion points:

- It was noted that there was a need to dialog with property management of low income housing to ensure that their individual policy for tenant approval gave fair access to those who may have past evictions or credit problems showing on their record. There was agreement that some guidelines may be required for the tenant to have an opportunity to explain problems situations or specify an expiration of the record of poor performance.
- Provide aftercare service to CAL WORKS participants when exiting programs that enable them to compete for stable permanent housing. Services should however include job training, credit counseling and education about obtaining private rate rental housing or homeownership opportunities. [this has been adopted as an Action Step for family emergency]
- Advocate for a housing luxury tax on mini-mansion, single family dwellings to fund affordable housing options.

Note: There was a discussion regarding the recognized need to use the terminology around "affordable" housing carefully. The term is entirely relative and frequently used either inaccurately or

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purposefully cryptic, this committee will ensure that the use of the word affordable is only in conjunction with a more specific designation such as "low or very low income".

- Provide a means to enable service providers, not traditionally in housing development to operate/obtain housing for their client population through collaboration. A caution is noted that the creation of new housing development add burden to existing funding pools. Importance of creating effective partnerships in existing providers of services or housing will maximize those limited or diminishing resources.
- Creation of Private and Non-profit partnerships.
- Explore current policy with respect to board and care facilities.
- One to one replacement for comparable units is currently required on in SFRA areas. It is recommended that the committee expand policy to require one to one replacement for comparable units based on the need of a particular population exercised as part of City Planning's conditional use permit process. Allowable exceptions would recognize current housing needs by special populations – e.+i.e. converting SRO facility to family units (fewer by count) when deemed necessary.
- Create and enforce a timeline for the replacement housing. [An example of failure to adhere to timeline is Yerba Buena Gardens. Enforcement has been a problem].
- Enforce exiting local City Planning/BBI-DBI policy that supports maintaining and preserving residential housing unit (code violation enforcement). Johanna will call Peter Burns of BDBI – Code Enforcement to _____ a list of problem properties.
- Support, maintain and preserve existing units of housing through the use of condition use permit process, Planning Commission policy, MOH, SRO Tenants rights (28 day rule vs residential designation).
- Require the use of escrow accounts to enforce repairs and improvements for negligent landlords.
- Explore the City's power in the use of eminent domain.
- Streamline the acquisition process on available land for development opportunity.
- Develop a local ordinance mandating mixed-use to Rrequire all commercial development to come with a housing component to be built either on or off site. This would preclude the practice of in-lieu fees.
- Establish policy that allows the City to use properties in on which they have liens.
- Set up priorities for distribution of Section 8 vouchers by special need, target groups (i.e.; battered women).
- Lengthen the amount of time that someone has to look for housing with a Section 8 voucher. This is a housing authority created specification.
- "Mandate" coordination between SFHA, MOH, SFRA and MOOH to ensure a proactive dialog

around housing issues of mutual concern (strengthen the language of the McKinney goal #1).

- Establish a monitoring mechanism to ensure actions of independent agencies are consistent with the goals of the CHAS. This committee should consider a recommending that the SFHA plan be consistent with the C.O.C. and the consolidated plan (note: the Consolidated Plan for the next five years has just been approved...)

STATE POLICY

- Explore the possibility of annualizing state MFP-MHP dollars. Note: some of the money that was authorized by Gov. Davis is a one time dollar amount only.
- [PLACE HOLDER for continued Ellis act discussions]

The meeting ended with a request that all participant committee members and all interested parties attend the two last meetings. It is asked that everyone come prepared on November 3rd to work on the State and Federal Policy (or Advocacy) issues as they relate to the C.O.C.

Once again:

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- **Shelter Strengthening**-Every 2nd and 4th Wednesday, Check agenda for room and location.
Next meetings: November 8th and 15th
- **Family Shelter System**, November 3rd, 1-2:30, 290 Turk Street, 2nd Floor

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Continuum of Care Committee Meeting PERMANENT AND TRANSITIONAL HOUSING

Friday, November 3, 9:30-11:00 AM
25 Van Ness Ave, 6th Floor

AGENDA

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1. **For action:** Development of action steps on state and federal policy (20 minutes)
2. **For action:** Review policy action steps (10 minutes)
3. **For action:** If possible, break into small groups according to action step category to work out action step more specifically.

WE ARE AT THE CLOSE OF OUR 6 MONTH PROCESS FOR UPDATING THE CONTINUUM OF CARE. INPUT IS CRITICAL NOW AS WE FORMALIZE RECOMMENDATIONS. PLEASE MAKE SURE YOUR VIEWS, YOUR AGENCY AND YOUR THOUGHTS ARE REPRESENTED. ATTENDANCE IS CRITICAL!!

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Minut
Present at meeting of 11/7: Joel Lipski, Jennifer Grant, Claire Nolan, Johanna Keeley, Wendy Phillips, Mary from Bernal Neighborhood Development, Tony Ucciferri, Martha Zamora, David Newcomer, Matt Starr, Margot Antonetty, Sandra Stewart, Jackie Henderson, Bianca Henry, Phil Clark,

The following summarizes the discussion in the Housing Committee meeting:

The group continued its break out into 2 smaller groups; Policy and Transitional and Permanent Housing. The Policy group worked with a document compiled by Clare Nolan and completed their work. They assigned program responsibilities to local, state and federal policies.

The Housing committee reviewed their action steps to date and attempted to collapse some of their categories together. The group agreed transitional housing would mean 6-24 months. The group also agreed that there will be a need for a glossary with terms so that anyone reading the document would have the same understanding. The group decided they needed one more meeting to review the entire draft. Joel will help Claire with some numbers inbetween the meetings so that the group can review a complete draft.

Meeting adjourned 11:00 AM.

Next meeting: December 8th, 9:00-11:00, 25 Van Ness, room 330A.

Minutes recorded by Johanna Keeley, MOOH.

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Continuum of Care Committee Meeting PERMANENT AND TRANSITIONAL HOUSING

Friday, December 8th 9:00-11:00 AM

25 Van Ness Ave, Room 330B

AGENDA

1. **For action:** Review draft of Housing Plan
2. **For action:** Include any items that have been omitted.

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**25 Van Ness Ave, Suite 750, San Francisco, CA 94102, ATTN: Liaison to Local Board
415-252-3158, Fax: 415-252-3118**

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